

Executive Registry

65-481

20 JAN 1962

*Kermit Gordon Card*

MEMORANDUM FOR: Director, Bureau of the Budget

SUBJECT: Central Intelligence Agency Programs for Manpower Utilization and Control

REFERENCE: Bureau of the Budget, Circular No. A-44, Revised, October 31, 1962

1. This memorandum is submitted in response to the requirements of reference circular and, as prescribed, identifies the methods employed by the Central Intelligence Agency in the management of its manpower resources.
2. The Central Intelligence Agency is charged with a wide variety of intelligence activities - world wide. Our personnel resources make up the main ingredient of these activities. As organized these personnel provide the United States Government and the Agency with a highly trained heterogeneous force with built in flexibility which has permitted, within relatively stable levels of employment, effective response to the steadily increasing requirements placed upon us.
3. Accordingly, and in the context of Circular A-44, manpower management in the Agency has from the outset been an integral part of doing our business. Our manpower programs find their roots in the Agency's career management system and involve personnel at all levels of the organization. No other activity of the Agency has received more careful and continuous attention or more investment of time and resources than those associated with career management including manpower acquisition, training and utilization. This focus has paid off and will continue. We believe our policies in this respect are consistent with the objectives set forth by the President and outlined in referenced circular.
4. The locus of authority for the allocation of manpower to the Agency's principal components is held by the Director and the Deputy Director. Tests of essentiality are applied in all cases where increases are considered and regularized review undertaken in the program and budget process.

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5. Four basic tools are used by the Agency for manpower control, i.e. tables of organization, personnel and funding ceilings, classification surveys of all positions, and performance evaluation. Policies and applications in the use of these tools are defined in regulatory issuances of the Agency and authority with responsibility assigned. In this framework flexible administrative procedures, also spelled out in regulations, provide for rapid assignment and reassignment of personnel to meet shifting priorities and to insure wise utilization of scarce talent. Bureau of the Budget examiners are familiar with the Agency regulatory issuances in these matters as well as their applications throughout the Agency. As an adjunct to these more formalized measures the Agency has over the years sponsored intensive management training of its supervisors at all levels.

6. With regard to paragraphs 3.a. and 3.b. of referenced circular, the Comptroller and the Financial Policy and Budget Committee are charged with regular review of all programs of the Agency in detail. This review includes both the substantive evaluation of programs and associated projects and the assessment of funding and manpower requirements. It also includes as part of the Budget process a review of work accomplished, productivity analysis where appropriate, and assessment of workload reporting mechanisms. With the issuance of Circular A-44, the Comptroller has been instructed to place increased stress on the latter points and assigned responsibility for monitoring the Agency's manpower control system. To this end the appointment of an Agency manpower Control and Management Officer in the Budget Division has been authorized. This officer will be available with other members of the budget staff and the Office of Personnel to assist line officials in carrying on planned management improvement efforts. Regulatory issuances to this effect are in the final stages of coordination within the Agency and can be made available to Bureau of the Budget examiners, if desired.

7. Further, organizational and functional inspections of Agency components by the Inspector General are being stepped up. These inspections should help to point up any deficiencies in our manpower review and control procedures and provide to us an important tool for accomplishing the objective of paragraph 3.c. of reference circular.

8. Within the formal framework described above the Agency has looked to ad hoc study groups, task forces, etc. to examine problem areas whenever need for such analysis became evident. For example, we have recently

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completed a manpower survey which cut across major components of the Agency. The recommendations of this task force are now under intensive review and implementation should result in the identification of further areas of savings. During the period of this survey, the Comptroller and the Financial Policy and Budget Committee were also making a series of program reviews designed to identify possible areas of saving and thus free up manpower for higher priority programs.

9. An important area of consideration by the Agency for increasing productivity is found in automatic data processing applications. As the Bureau is aware an Automatic Processing Data Staff was created a year ago to review and supervise possible applications of computer and machine programs. This staff has several promising projects underway and is filling an important gap in our management services. The success of Project [ ] to date not only has improved our intelligence storage and retrieval but also increased productivity by substantial margins. Likewise, the applications available through ADP for financial management are under continuous study and hold promise for productivity improvements in this important area.

10. Reference circular calls for a description of the specific measures adopted to carry out the intent of Section 1007C of the Postal Service and Federal Employees Salary Act of 1962. The review of vacant positions to determine whether or not the duties of such positions can be reassigned, or the positions abolished, is a continuous process. The objective of this section of Public Law 87-793 therefore is being complied with under the manpower control and utilization program procedures described above. Deputy Directors are charged with responsibility for insuring effective employee utilization and compliance with manpower control mechanisms. We believe, therefore, the intent of Section 1007C of PL 87-793 is being followed.

11. There are no legislative or administrative restrictions which adversely affect the Agency's ability to carry out the policies and objectives outlined in Circular A-44. I want to assure you that both the Director and Deputy Director are strong advocates of economy and conservation of manpower in government operations and will continue to guide the Central Intelligence Agency in this direction.

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LYMAN B. KIRKPATRICK  
Executive Director

Budget Division  
mcf (24 January 1963)

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